



MEMORANDUM



DATE: April 2, 2004

TO: ALL DEPARTMENT TRAINING OFFICERS

FROM: Evelyn Hemenover
Chief, Training Division
(916) 445-5121, fax (916) 324-4050

SUBJECT: Minutes of the Quarterly Department Training Officer Meeting – 3/18/04

The joint meeting of the Sacramento Intergovernmental Training Council (SITC) and the Department Training Officers (DTO's) was held on March 18, 2004 from 9:00 a.m. to 11:30 a.m. at the California State Library at 914 Capitol Mall, Room 500, Sacramento, California. Thank you to the State Library for the use of their beautiful auditorium.

I. WELCOME AND AGENDA OVERVIEW (9:00 – 9:15 a.m.)

Joan Strohauser, Department of Education and Susan Coats, State Training Center, welcomed both groups attending the joint meeting and Joan facilitated a warm-up exercise called Human Resource Bingo. Three winners were awarded a book, called *Mentoring*.

II. TRAINING DIVISION BUSINESS (9:15 – 9:25 a.m.)

Evelyn Hemenover informed the group that the State Training Center will be increasing their tuition fees by a modest amount beginning next fiscal year. The class schedule for next fiscal year will be available on the web by early April and in hard copy by early May. You can order your catalogs by e-mail by sending a note to training@dpa.ca.gov. We won't be printing as many catalogs this year, due to the increased usage of our web site (www.dpa.ca.gov).

III. CONTENT SESSION – Online Databases for California State Agencies – Vera Nicholas and Carolyn Zeitler, State Library (9:25 – 9:55 a.m.)

Vera and Carolyn shared information about their newest service to make researching more convenient from databases accessible from desktop PC's. Working in conjunction with state agencies and departmental libraries, the State Library is rolling out the databases to officials and staff at all state agencies. Once your agency chooses to participate in the complimentary program, IP authentication will allow you access to:

- News from major California and national newspapers (America's Newspapers from NewsBank)
- Scholarly and professional journal articles (EBSCOhost)
- California statistical information (RAND California)

From <http://www.library.ca.gov/CSL/csldatabases.cfm>

Many departments are taking advantage of this information and are very complimentary about this opportunity. For more information, contact Vera at vnicholas@library.ca.gov.

IV. CONTENT SESSION – Leadership is...Judy Guardalabene and Lee Cassaleggio, County of Sacramento (10:10 – 10:50 a.m.)

Judy presented information from Robert K. Cooper's latest book, *How to Unlock your Vast Untapped Potential for Leadership and Life – The Other 90%*.

Cooper's Lessons of the Other 90% focuses on four "Keystones":

KEYSTONE ONE: TRUST

- Be an original
- Use your brains: all 3 of them
- No one has to lose for you to win
- Be a lighthouse, not a weathervane
- Dare to trust
- Honor the greatness in others

KEYSTONE TWO: ENERGY

- Be quick without rushing
- An ounce of emotion is worth a pound of repetition
- Launch that rocket in your backyard
- Let your life speak
- Sweat the right small stuff
- Get a life

KEYSTONE THREE: FARSIGHTEDNESS

- Align your life with your biggest dreams
- Keep glancing ahead
- Face the world straight on
- Hope irrationally
- Die young as late as possible
- Champion lost causes
- Know how to get gone

KEYSTONE FOUR: NERVE

- Test your spirit in the laboratory
- Make adversity your ally
- Bury your crystal ball
- Develop the skin of a rhino and the soul of an angel
- Keep challenging your edges
- Care as if everything depends on your caring
- Raise a banner where a banner never flew

For more information on *The Other 90%*, check out www.RobertKCooper.com.

V. MEET, GREET AND LEARN – Deborah Derov, Department of Consumer Affairs and Joan Strohauer (10:50 – 11:20 a.m.)

Deborah and Joan posted flip charts with commonly heard obstacles about training throughout the room and asked the group to collect around each of the charts and brainstorm ways to overcome these obstacles. We received the following information:

TRAINING DOESN'T PROVIDE WHAT IS NEEDED

- Solicit input with structured questions
- Assess the situation/needs assessment
- Analyze the real problem
- Determine appropriate solution (training may not be the answer, e.g. coaching)
- Get creative with types of training
- Understand learning styles
- Prerequisite skills not present
- Follow-up on evaluations, is training performed on the job, relate to mission/vision
- Expand resources/tools

WE ALREADY HAVE ENOUGH TRAINING

- Had a specially funded program
- Focus on required mandates, not performance
- Ask first level managers and supervisors if staff is performing to expectations, and if they are, are those expectations high enough?
- Are they producing enough of the right widgets?
- Ask if everything was working perfectly, how would it be?
- What about turnover?

TRAINING DOESN'T WORK

- Assertion, bad experience
- Not meeting business needs
- Training is not applied, supported
- More emphasis is on working than taking time to train and apply new techniques
- Manager perception they can't "fix" the problem, not knowing what/how to train to solve problem (i.e. motivation)
- Training needs to be aligned with business need
- Find out "why" it didn't work
- Is training actually the solution?
- Evidence shows training actually reduces cost of liability (lawsuits, worker comp., etc.)
- "Triage solution" what's going on and what interventions besides training are needed?
- It may not be a training issue
- Objectives don't match needs assessment
- Participants not vested
- Trainer is "dull tool" (not connecting)
- GAP not identified
- No follow up (assessment) pre/post assessments
- Learner meets prerequisites?
- What was learner/management expectation? Unrealistic?
- Shooting at wrong target

IT'S A WASTE OF TIME

- When we can't link training to learning to performance – link to strategic plan
- When it's done for its own sake/needs assessment
- When learners don't accept accountability for learning/application measurement

- When WIIFM is unclear
- Use testimonials
- Poor training
- FAB's

TRAINING IS TOO TEDIOUS AND BORING

- Enthusiastic Instructor (trainer)
- Games, Interactive activities/ make it fun
- More focused
- Involve participants – no talking heads
- WIIFM?
- Step outside the box
- Involve the sups/mgrs – expectations
- Needs Assessments
- Various learning styles/tools
- Build in breaks – shorten sessions
- Pay attention to adult learning methods
- Make it FUN!
- SME's delivering training and don't have training/facilitation skills
- Do T4T and give SME's training delivery and design skills
- Interactive toys
- Real life application
- Simulations, case studies, role play
- Students know more than trainer

WE DON'T HAVE ANY MONEY!

- Circumstances beyond our control
- Training is cut first
- Training is low priority
- We have money for safety and mission but not non-mandatory training
- No money is a reality
- Barter what you do have for what you don't have
- Networking
- Look outside the box
- Reprioritize or redirect dollars for training
- Linked to a business need
- Intranet/online resources (e.g. toolbox)
- Demonstrate liabilities caused or errors made from lack of current training
- Find dollars in creative ways – grants, lending resources i.e. access non-profit instructors for training
- Invite other departments to join our training
- User group training: Use in-house expertise
- Lunch time program with State Library resources meeting
- Buy on-line classes for out-of-Sacto staff
- Toastmasters, Authors and Ideas
- Long-distance video conference statewide
- Web conferencing

DTO Meeting Minutes

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Please check the DTO Home page for the dates and locations of the next DTO meeting. We would like to communicate with you via e-mail. If you do not receive a copy of this agenda electronically, we probably don't have your e-mail address. If you know of other staff in your department who are interested in attending these meetings, please forward this information to them and have them contact STC to be added to the mailing list. Contact George Steinert at georgesteinert@dpa.ca.gov .